



Iowa Utilities Board Customer Complaints Kaizen Event

“The High Tailers”

May 17 – 24, 2010

The Opportunity

Rob Berntsen

The “High Tailers” Team

Teresa



Tara Ganpat-Puffett (IUB), Linda Hatch (IUB), Nancy Kalny-Greenman (IUB), Chuck Seel (IUB), Lois Hamilton (IUB), Rosemary Tate (IUB), Ellen Shaw (IUB), Cecil Wright (IUB) Teresa McConnell (IUB), Jane Whetstone (IUB), Joan Conrad (IUB), Regan Gunn (Mid American Energy), Bernie Oleksa (Alliant Energy), Diana Ornelas, (Qwest) Lisa Michaelson (DHS), Mike Rohlf (DED)

Scope

Rosemary

- **This event will address the customer complaint process from the initial customer contact to the gold memo, initialed by the Chief of Staff.**

Goals

Nancy

1. Reduce the number of times additional information is needed
2. Reduce the number of times an IUB staff letter is returned for corrections
3. Reduce the number of times the gold memo is returned for corrections
4. Reduce the proposed resolution time to 60 days, 90% of the time



Objectives

Lois

1. A thorough investigation of every complaint
2. An efficient process of how to handle customer complaints
3. A clear concise proposed resolution
4. Clear concise correspondence
5. Consistent process

Objectives

Lois

6. Addressing all of the customer concerns
7. Know where to go to get the right answers for the complaints
8. Clear, detailed and complete gold memo to the board standards

Kaizen Methodology

Lisa Michaelson

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process designed by end of week)
- 5S “mindset”--use the steps to support the event activities
 - Sort, Set in order, Shine, Standardize, Sustain



Current Process

Jane



Brainstorming

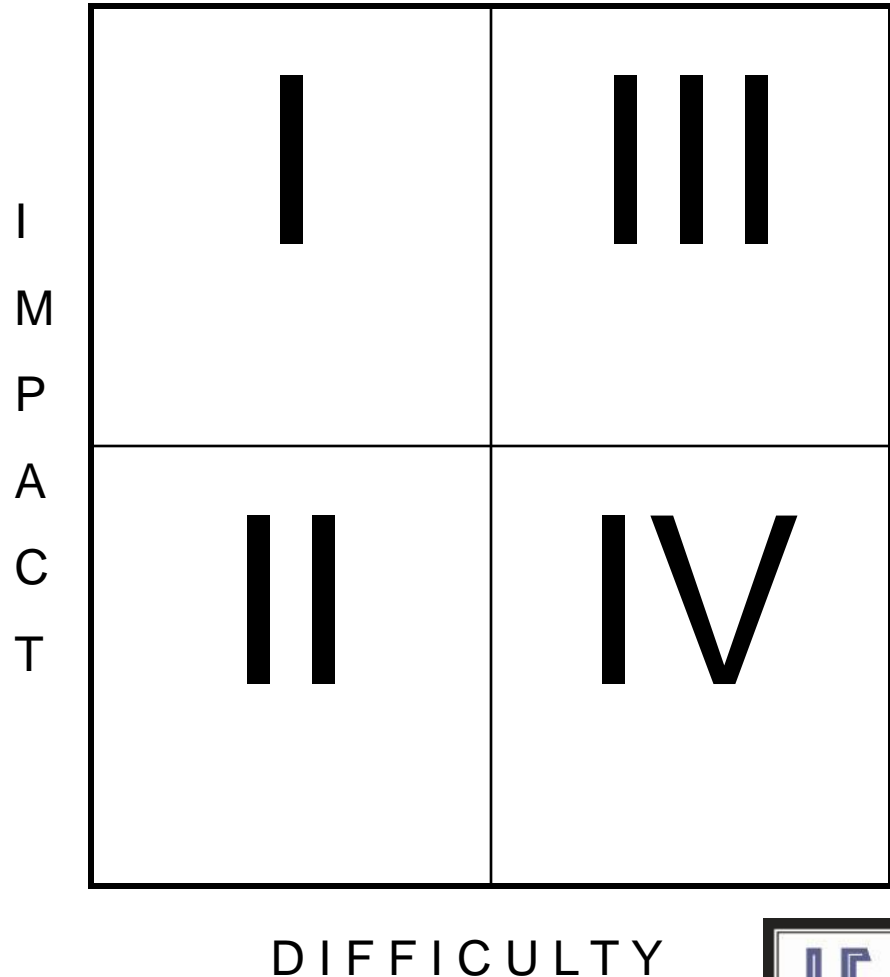
Rosemary

- Eliminate manila folders
- Electronic routing of all internal work
- Electronic C-File responses from Utility/OCA
- Standard intake form
- Eliminate one database and all use one

De-selection Process

Ellen

- Identifies
 - Impact to customer
 - Difficulty implementing
- Helps to rate/rank solutions to resolve issues while identifying ease of implementation



New Process

Tara



Results

Jane

	Current	New	% Change
Total Steps	192	125	-36%
Delays Best Case	50 days	36	-28%
Delays Worst Case	127 days	124	-2%
Value Added Steps	5	5	+56.8%
Decisions	45	32	-29%
Loop Backs	16	11	-31%
Total Handoffs	112	93	-13%
Lead Time - Days	105 days & 6 hrs	44 days & 17 min.	-58%



Homework

Chuck

1	Customer Complaint form	Jane	6/4
2	Naming conventions	Teresa	6/4
3	Investigate if "C" Files are public info	Chuck/Cecil	Done
4	RC letter to Utility and letter to customer is sometimes combined into one letter	Chuck	30 day
5	Urgent action: when to contact customer	Chuck	30 day
6	Investigate acrobat (pdf) version of response so we don't email-give access to team	Teresa	30 day
7	Check "watched" folder	Teresa	30 day
8	Train how to save email in pdf format	Teresa	30 day and ongoing
9	Build query in CS database to search verbal/written correspondence concurrently	Teresa	30 day
10	Program how to utilize mail merge from CS database into form letters/emails	Teresa	60 day



Team Member Experience

- Linda
- Chuck
- Cecil

LEAN

State of Iowa
Continuous Improvement

Comments

- Mike Rohlf, Dept of Economic Development

**We welcome your
questions and comments!**

